

Agency Self-Assessment Form

Agency Name: _____

Agency Contact Person

Name: _____ Phone: _____

Email: _____

Person Completing Form (if different from above)

Name: _____ Phone: _____

Email: _____

Process used to complete the Self-Assessment
(who was involved, how scores were determined, etc.)

Optional

Strengths: three areas in which the agency is doing well

1 _____

2 _____

3 _____

Opportunities: Up to three areas the agency plans to focus its internal organizational improvement efforts in the coming year

1 _____

2 _____

3 _____

Rating Scale

1: No progress. We have not begun focusing on this area.

2: Beginning. This is an area where we have considerable room for improvement.

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3: Good Progress. We have some success, but lack systems to ensure success across the board. Some parts of the agency are not up to speed.

4: Solid Success. We perform well in some areas, but not consistently overall; efforts may not be integrated.

5: Model of Excellence. We have an effective system and consistent success across all parts of our agency.

1. Create a Strategic PLAN

Ideal: Our strategic plan reflects a clear understanding of our mission, our opportunities, and our current customer, citizen, and stakeholder expectations. Our performance measures are appropriate and useful.

a. Articulate Clear Goals and Values.

We have a clear direction, based on our agency's core mission.

1	2	3	4	5
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>

b. Understand Customer, Citizen, and Stakeholder Expectations.

We know who our key customers and stakeholders are, and have a clear understanding of their current expectations.

1	2	3	4	5
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>

c. Identify a Limited Number of Clear Objectives.

We focus on a limited number of key strategic objectives, based on agency capacity, external forces, and the needs of key stakeholders and customers.

1	2	3	4	5
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>

d. Develop Strategies and Tactics.

We use **logic models** (or similar tools) to identify what activities we should engage in in order to achieve our agency's strategic objectives.

1	2	3	4	5
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>

e. Establish Performance Measures.

We use **logic models** (or similar tools) to identify appropriate and useful performance measures that will tell us if we are achieving our goals.

1	2	3	4	5
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>

Overall Average for Create a Strategic PLAN: ##

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2. ALLOCATE Resources

Ideal: We allocate resources appropriately to achieve our priorities, and set performance targets to reflect the right balance between vision and available resources.

a. Coordinate across State Government.

We address issues that cut across multiple agencies, and use the **POG process** to make sure our plans are aligned with the Governor's priorities and coordinated with our partner agencies.

1	2	3	4	5

b. Focusing on Priorities.

We let go of activities that add the least value in order to make room for higher priorities.

1	2	3	4	5

c. Align Funding.

We use the budget process to align funding with our goals and priorities.

1	2	3	4	5

d. Align the Workforce.

We plan and organize jobs, staffing, and compensation levels to align with our goals and priorities. [Refer to the HR Management Report]

1	2	3	4	5

e. Set Meaningful Targets for Performance Measures.

We set challenging but achievable targets for our performance measures, given our resources and priorities.

1	2	3	4	5

Overall Average for ALLOCATE Resources: ##

3. MANAGE Our People

Ideal: Our agency builds the workforce depth and breadth needed for the present and future success of the agency. Employees are committed to the work they do and the goals of the organization.

Productive, successful employees are retained.

PART 1: LEADERSHIP

a. Communicate Vision.

Senior leaders consistently communicate clear vision, mission, and values for the agency, and tie them to performance requirements for all levels of management.

1	2	3	4	5

b. Implement the Plan (Action Planning).

Managers work with their teams to develop action plans to carry out our strategic objectives, they assign work, and they track progress.

1	2	3	4	5

c. Promote High Performance.

Senior leaders actively foster a work environment that supports experimentation and innovation, positive work relations, motivation, and productivity.

1	2	3	4	5

d. Legal and Ethical Behavior. Senior leaders make sure that all levels of management follow and are held to the highest standards of legal and ethical behavior.

1	2	3	4	5

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PART 2: PERFORMANCE MANAGEMENT [Refer to the HR Scorecard]

e. Hire Well.

Our hiring practices put the right people in the right job at the right time with the skills needed to achieve agency goals.

1	2	3	4	5

f. Provide Direction and Support.

Employees know what their job descriptions are. Employees receive ongoing coaching, feedback, necessary resources, and support to do their jobs. The workplace is safe and healthy.

1	2	3	4	5

g. Develop the Workforce.

We create a learning environment and provide educational opportunities aligned with agency goals. We support and encourage employees to pursue development opportunities to help them in their present jobs and for career advancement.

1	2	3	4	5

h. Manage Performance.

Employees know how their performance contributes to achievement of the agency's goals and mission. Employees receive regular performance evaluations. Employees are recognized for successful performance, and held accountable for poor performance.

1	2	3	4	5

Overall Average for MANAGE People: ##

4. ANALYZE Data

Ideal: We have complete and accurate information to show that we did what we said we would do.

a. Collect Useful Data.

We collect data (including customer feedback) to analyze individual, team, process and program performance.

1	2	3	4	5

b. Analyze Data.

We turn data into useful information, by accurately analyzing it to identify trends, patterns, and underlying causes.

1	2	3	4	5

c. Create Reports.

We have MIS (management information systems) in place that collect performance data and generate meaningful management reports.

1	2	3	4	5

d. Data Integrity.

The information we use to manage programs, and report to the public, is complete, accurate, and secure.

1	2	3	4	5

Overall Average for ANALYZE Data: ##

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5. RESPOND: Make Decisions & Take Action

Ideal: Our management team meets regularly to review reports, engage in honest discussion, and take needed action to ensure results.

a. Internal GMAP.

Our highest level leaders are actively engaged in conducting periodic reviews of plans and performance, asking, "Are we on target? If not, why not? What needs to change?" Leaders hold managers accountable for results and set expectations for improvement.

1	2	3	4	5
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>

b. Follow-Up.

Managers develop concrete action plans to follow up on problems identified through GMAP, implement those plans, and report back on their progress.

1	2	3	4	5
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>

Overall Average for RESPOND: ##

6. IMPROVE Process

Ideal: We use innovative approaches and best practices to continuously improve the key processes we use to accomplish our strategic goals.

a. Process Improvement

We use process improvement tools (like LEAN, Six Sigma, Breakthrough, and Quality tools) to actively improve our key processes.

1	2	3	4	5
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>

b. Best Practices.

We use GMAP (and other methods) to identify best practices, and have an organized system to share those best practices across the organization.

1	2	3	4	5
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>

c. Performance Audits.

We ask for independent, external assessments (performance audits) when they would be helpful.

1	2	3	4	5
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>

d. Employee Involvement.

We involve the employees who actually do the work in the process of improving and redesigning processes.

1	2	3	4	5
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>

e. Plain Talk.

We ensure that all our written communications with the public are written in clear language they can easily understand.

1	2	3	4	5
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>

f. Customer Satisfaction.

We have systems in place to gather customer feedback (including complaints), we follow up, and we use the information we get to improve our operations.

1	2	3	4	5
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>

g. Collaboration.

We collaborate with other agencies, governments, and the private and nonprofit sectors to achieve our agency's mission in new ways.

1	2	3	4	5
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>

h. Technological Innovation.

We use technology in innovative ways to improve service delivery.

1	2	3	4	5
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>

Overall Average for IMPROVE Process: ##

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7. Communicate RESULTS & Listen

Ideal: We are achieving our organizational goals, objectives, and intended results, and doing it in a cost-effective way.

a. Outcome Measures.

We have reliable data that shows we are making a real and positive difference in the quality of life for our citizens.

1	2	3	4	5

b. Output Measures.

We have reliable data that shows our productivity and cycle times for key program processes are as good as the best in the business.

1	2	3	4	5

c. Cost-Efficiency Measures.

We have reliable data about fiscal efficiency (cost per unit, ROI [return-on-investment], etc.) that shows we are performing as well as the best in the business.

1	2	3	4	5

d. Customers Get What They Need.

We have reliable data that shows our customers are satisfied with the goods and services we provide.

1	2	3	4	5

e. Communicating to Citizens.

We are actively telling our story, communicating with citizens about the things they care about in terms they can understand.

1	2	3	4	5

f. Listening to Citizens.

We interact with and actively build relationships with customers and stakeholders, seeking to stay abreast of new and emerging public expectations.

1	2	3	4	5

Overall Average for Communicate RESULTS & Listen: ##

Overall Agency Average: ####